

# **Kittery Growth Management Program Advisory Committee**

*Earl Donnell, Scott Lincoln, William Tredwell, Kathy Connor, Tim Case, Fenn Duncan*

*Robert Melanson, Vern Gardner, Tom Smith, Kim Bedard, Gary Beers*

November 17, 2010

Town Hall Conference Room

## **Agenda**

**1. Call to Order, 6:00pm**

**2. Roll Call**

**3. Approval of Minutes, October 20, 2010**

**4. Unfinished Business**

Postponement of Nov 18<sup>th</sup> Visioning public session

Planning – Listening Session experience - Gerry

Community survey initiation and response status – Gary

SurveyMonkey Update - Tim

**5. New Business**

Connect NNE Economic Scenario Model

Economic Development Committee Proposal

Strawman first draft topic presentation and discussion

Committee Reassignments / Co-Chair Election

**6. Open Discussion**

**7. Adjournment**

## **Enclosures:**

Oct 20th Minutes

Oct 21 & 23 Notes

P&P Update

Initial Community Survey Snapshot - SurveyMonkey

Connect NNE Economic Scenario Model

Economic Development Committee Report to Council

# Kittery Growth Management Program Advisory Committee

*Earl Donnell, Scott Lincoln, William Tredwell, Kathy Connor, Tim Case, Fenn Duncan,  
Robert Melanson, Vern Gardner, Tom Smith, Kim Bedard, Gary Beers*

October 20, 2010

Town Hall Conference Room

**UNAPPROVED**

1. Chairman Donnell called the meeting to order at 6:00pm.
2. All present except Scott Lincoln, Kathy Connor, Tim Case, Tom Smith, and Kim Bedard. Also present, Town Manager Jon Carter, Planner Gerry Mylroie.
3. The minutes for September 20, 2010 meeting were accepted.

#### 4. Unfinished Business

Gary gave a brief overview of the Business and Regional Participation Sessions from the handouts and an update on the finalized Community Survey. SurveyMonkey follow-up will be conducted by Tim Case.

Fenn suggested that the on-line link be printed at the both of the form and a clearly identified drop box for completed forms be placed outside town hall.

Gerry provided a detailed rundown on the Planning-Listening Session agendas and activity details.

#### 5. New Business

Earl conducted a topic situation review with those present. He asked for a strawman first draft be prepared by all topic coordinators for the November meeting.

A discussion on final preparations for table-presentation-survey at Shapleigh School was held. Gary mentioned that if the Pay-as-you-Throw proposal was approved by the Council on October 25<sup>th</sup>, that Committee was willing to provide support as well. Earl will coordinate attendance scheduled in two hour blocks and let everyone know.

#### 6. Open Discussion: None

#### 7. Adjournment: 7:53pm

#### **Enclosures:**

Sept 22 Minutes

Oct 21 & 23 Agendas

Community Survey

Kittery Quarterly Articles

P&P Update

Sustainable Future - 2007

# Kittery Growth Management Program Advisory Committee

Sept 01, 2010, Publicity & Participation Activities – UPDATE OCT 20 – UPDATE NOV 17

## **PUBLICITY SCHEDULE:**

*Sept 07, 9:00am – Overview & Orientation: Town Department Heads & Related Agencies*

*Sept 15, 5:00pm – Overview & Orientation: Town Boards, Committees, Commissions*

*Sept 15, 6:00pm – Overview: Public Invitation to Awareness*

*Sept 29, 10:00am – Orientation: Business and Industry Workshop*

*Sept 30, 10:00am – Introduction: Regional Associations*

## **PARTICIPATION SCHEDULE:**

*Sept 01, 6:00pm - GMPC*

*Sept 22, 6:00pm - GMPC Survey (Quarterly; Sewer Bills; School Handout; SurveyMonkey, Voting Table)*

*Oct 20, 6:00pm - GMPC*

*Oct 21, 6:00pm – Planning & Visioning Exercise 1*

*Oct 23, 9:00am – Planning & Visioning Exercise 2*

*Nov 02 – Presentation table w/SWRC – Survey – Shapleigh School*

*Nov 8th – Quarterly Report to Town Council*

TBD, Kittery Quarterly distributed

*Nov 17, 6:00pm – GMPC - TOPIC STRAWMAN FIRST DRAFT*

*Nov 18, 6:00pm – Planning & Visioning Focus Follow-Up – Postponed*

*Dec 22, 6:00pm – GMPC. Community Survey Results / Strawman Storyboard Draft*

## **2011 Milestones**

*Jan 19, 6:00pm – GMPC – Strawman Approved*

*Jan 10 – Quarterly Report to Town Council*

*Jan 26, 6:00pm – Public Presentation/release – Strawman*

*March – Woodman – Progress Report*

*Apr 11 – Quarterly Report to Town Council*

*May – Stoneman Final Draft*

*June – Council Public Hearing*

*July – Council Approval - Submission to SPO*

GMC -10-21-10 & 10-23-10 Listening Sessions

Ideas / Vision/Values	Discussion
Round One on Vision Statement	
Likes the one	
Converse /cultural/no large mansions	
Small-town character-neighborhood-contain mall	
Diverse population- Smart Growth –Harbor Growth	
High quality place – welcoming	
Historic seacoast Town	
Promote Economic Growth – upgrade schools	
Round 2	
Pedestrian sized downtown	Destination –small town nice place to visit. Change in future towards this direction
Downtown central plaza-local character	Fun-stuff within town
Linking of centers together-	
Balance of town good- Need center of town	Work towards identified center – Mix Use area of Route One to develop
Memorable, comprehensible and translatable <ul style="list-style-type: none"> <li>• Retro life – intersect with people</li> <li>• Place to live – affordability ,quality of life, Saturday Evening Post 1920</li> <li>• Arts and Culture Economics</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic problems</li> <li>• Can't get there from here</li> <li>• Developing with charm</li> <li>• Can't do business here</li> <li>• Can't tell the story</li> <li>• Industrial looking Malls</li> <li>• TIF-</li> </ul>
Connect the social centers –develop the destination strategy <ul style="list-style-type: none"> <li>• Services (arts/health/retail/Transportation)</li> <li>• Cultural</li> <li>• Housing –workforce housing</li> <li>• Schools –education –attracting younger families</li> </ul>	Retirement Town –Pluses and Minuses Younger Families
Round 3 vision	
Branding-	Look from within for strength to develop with resources in Kittery- business and cultural Sense of Place –new England Arch -
<b>Exercise:</b> Where do we place 600 new housing units over the next decade?	<ul style="list-style-type: none"> <li>• Increase density</li> <li>• Increase Operating cost &amp; taxes</li> </ul>
Theme: Walkable Neighborhoods & separating cars from people	<ul style="list-style-type: none"> <li>• Interconnect &amp; build</li> <li>• Create Social and Livable Intersections</li> <li>• Smart Growth Principles</li> <li>• Pedestrian scale</li> </ul>

GMC -10-21-10 & 10-23-10 Listening Sessions

Growth Areas: Southwest Areas of Town (NOW) Future:	
Group 1: <ul style="list-style-type: none"> <li>• Foreside 250 Units</li> <li>• Sheppard Cove Area</li> <li>• Dennett Road Area / Business Park</li> <li>• NE Area – High end Rural-Lot size Increase</li> <li>• MU Area Change by York Border</li> <li>• Eliot End Off Route 236 –Martin &amp; Stevenson</li> </ul>	No Growth areas Rural NE
Group 2: <ul style="list-style-type: none"> <li>• KPT Bridge to Eliot to Dennett Rd /Weathervane Pt. Framework area. 45 ft in ht</li> <li>• Stevenson Rd area</li> </ul>	No Growth areas Rural NE
Generally: <ul style="list-style-type: none"> <li>• By Pass further developed.</li> <li>• Density revisited with design criteria</li> </ul>	Meredith NH- re-invented >
8:45 PM Adjourn	
Session Two – Saturday October 23,2010	
Vision:	
Small town aspects	– Naval history lost on town vision. First port in Maine. Attribute should be recognized. Develop the potentials of Traip on the water. Oldest town in Maine.
Gateway aspect	Rt One Corridor and waterways should be a part of the development and branding.
Innovation- High-tech –Fun-Places of excellence , Green / environmental /lean	Best kept secrets-exploit
Diversity	Need different work environments. Self sufficient w/ to region
Tourism	Promotion needed in ways not detrimental to town's environment and resources, but contributing to the growth of the community and region. Encourage tourism infrastructure with accommodation space. Coastal highway should be developed to attract transient boaters.
Maintain the community size & image	Develop its potentials with Center / Strengthen schools. Livable size. Collective efforts vs individual efforts. Connection of centers of businesses and activities. Heads = beds. Solve the “can’t get there from here”.
Promotion /economic growth potential	Need to enhance & link the existing economic growth areas such as the Outlet area, gourmet alley, and Foreside.

### GMC -10-21-10 & 10-23-10 Listening Sessions

[illegible]

**1. Why do you live in Kittery? (Check all that apply)**

Access to Boston, Portland &amp; Portsmouth

Affordable housing

Born here

Access to work

Close to ocean

Good quality of life

Good quality of services

Good quality of Schools

Small town atmosphere

Other reason

53%
29%
18%
35%
65%
71%
35%
18%
53%
12%

**2. How would you rate the following town programs?***(1 = Poor / 5 = Excellent)*

Fire Department

Health &amp; Medical

Emergency Medical Transport

Municipal Administration Departments

Police Department

Public Works Department

Solid Waste Transfer Station

Recreation Department

Boating, Docks/Ramps

School Department

Library

Senior Citizens

Sewer Department

Adult Education

Water District

Internet Service

Cell Phone

3.8
3.1
2.8
3.0
3.0
3.5
3.6
3.2
3.4
3.5
3.8
3.0
3.3
3.9
3.5
3.1
2.9

**3. How important is it for you to have the following available?***(1 = Not Important / 5 = Very Important)*

Churches

Local Shopping Facilities

Cultural Facilities

Beach, Shore, Open Space &amp; Wildlife Areas

Designation of a Walking/Biking Greenbelt

Extended Municipal Water System

Extended Sewer System

Better Internet Cable System

2.6
3.6
3.9
4.1
4.0
3.2
3.2
3.4

**4. With growth, how would you rate issues facing Kittery in the future?***(1 = Not Important / 5 = Very Important)*

Providing affordable housing for local workforce

Maintaining small town character

Protecting farm and forest resources

Protecting natural resources such as shoreline and wetlands

Providing an acceptable level of town services

Providing public parking in different areas

Maintaining Open Space

Maintaining or decreasing current tax and fee rates

Protecting the water supply

Managing automobile traffic

Keeping Kittery attractive for both younger and older residents

Making the town an attractive site for small business

3.8
4.4
4.5
4.7
3.9
3.8
4.7
3.2
4.4
4.3
4.6
4.4

**5. Please rate how important it would be to allocate tax funding for:***(1 = Not Important / 5 = Very Important)*

Public Access to Waterways

Bicycle Trails

Sidewalks/Pedestrian Ways

Education

Electrical Energy from Renewable Resources

Historic Sites and Buildings

Indoor Recreational Facilities

Passive Outdoor Recreational Areas (e.g. Walking Trails)

Cemeteries

Playgrounds

Playing Fields

Protection of Groundwater Supplies and Aquifers

Protection of Marsh/Wetlands/Vernal Pools/Wildlife Habitat

Protection of Unique Scenic Areas

Swimming Pool

Woodlands

3.9
3.7
4.0
4.1
3.8
3.8
3.6
4.1
2.9
3.5
3.6
4.2
4.5
4.3
3.1
4.5

**6. How would you rate transportation ideas with economic development implications?***(1 = Not Important / 5 = Very Important)*

Widening the bridge lift spans to accommodate cruise ships?

Commuter rail service between Kittery and Boston?

Elimination of the traffic rotary at the junction of Rtes 1 and 236?

User -paid, trolley transit the Outlet malls, Pepperrell Cove, Foreside, and back?

Realigning Route 1 for straight highway access to-from the Trading Post- Kittery Circle?

2.5
3.4
2.2
2.6
2.2

7. Do you prefer the Town implementing a growth management policy to: TOTAL No. of RESPONSES:

Allow growth anywhere? (Scattered development)	4
	24%

Concentrate growth where it is now? (Centralized development)	12
	71%

17

Encourage growth where there is little now? (Clustered redevelopment)	1
	6%

TOTAL No. of RESPONSES:	13
YES	7
NO	6

8. To create a business/jobs growth incentive, would you support the town implementing a State program that allows the creation of Development Districts using tax increment financing (tax revenues from the District) to fund growth related public improvements while sheltering said increases from reductions of state revenue sharing & aid for education, and lessening the county tax?

TOTAL No. of RESPONSES:	14
YES	14
NO	0

9. Would you support the expenditure of town funds to acquire and protect more open space for conservation or recreation?

TOTAL No. of RESPONSES:	16
YES	16
NO	0

10. The Town of Kittery should continue to partner with organizations like the Kittery Land Trust and Maine Coast Heritage Trust to protect more land with critical natural resources such as shoreline, forest, fields and wetlands.

TOTAL No. of RESPONSES:	14
YES	7
NO	7

11. The town currently has a "mixed use" zone from the Rte 1 mall area to the York town line where little permissible growth has occurred in its 20 year existence. Should this zone be restructured to enable a designed growth pattern for uses currently not permitted?

TOTAL No. of RESPONSES:	16
YES	15
NO	1

12. Should the town create Historic Preservation Districts including Kittery Foreside/Wallingford Square and Kittery Point Village and establish zoning requirements to preserve their current "New England" character?



## GROWTH MANAGEMENT

Survey FUTURE VISION	
##	13. In two or three short phrases, please describe what you would like Kittery to be like in the future (i.e. your Vision for Kittery 2020).
1	To allow more job growth
1	Lower taxes
2	I like how it is but I wish there was more for the youth to do (teenagers)
3	A quaint small seaside town in Maine as it is now
4	basically how it is now.
5	Less condo.
7	Preserve the character of this lovely community.
9	With the understanding that once you pave paradise and put up a parking lot, the reverse never happens.
10	Developed land never becomes open space again.
10	Small town non-corrupt Police Dept.
11	I love Kittery but if growth is important Route 1 would be good.
12	Financially sound, a destination, community friendly.
13	Strong central sense of community, support of local resources, input, participation.
14	Bus to downtown Portsmouth, Malls, Outlets, light rail to Eliot/S. Berwick/clustered housing, more houses per acre with open land between/smaller lots
15	More waterfront availability and classes such as boating, sailing at high school and elementary
16	Kittery Foreside is a gem. Sidewalks along the streets (with trees/lamp posts). Sidewalk development to connect the stores at Navy Yard Entrance all the way to the Art building on Hill and the Tdbank building/
16	Quaint, charming, strong Foreside / Gourmet Alley

KITTERY

GROWTH MANAGEMENT

PUBLIC SURVEY

as of:

Survey ##	ADDITIONAL COMMENTS
3	14. What additional comments or suggestions do you have for the planning of Kittery's Future?
10	You questions are most appreciated!
12	Investigate Chief Strong.
14	Bridge
15	Having setback is crazy.
16	Less new homes going in if a certain percentage of existing ones unrented or have been available too long. be very judicious with decisions regarding the Foreside area. I walk across the bridge to Portsmouth at least 3 times per week. I love the accessibility to Portsmouth.

## SurveyMonkey Notes

1. Welcome Page. 2nd Sentence: Change "Comprehensive Plan" to "Growth Management Program"
2. Welcome Page. 5<sup>th</sup> Sentence: Insert "program" after "growth management"
3. Question efficacy of "Comments" at end of each section. Paper versions don't have.
4. Question 2. Change "Cemeteries" to "Adult Education"
5. Quality Ratings:
  - 1=Poor
  - 2=Below Average
  - 3=Average
  - 4=Above Average
  - 5=Excellent
6. Importance Ratings:
  - 1=Not Important
  - 2=Not very Important
  - 3=Important
  - 4=Quite important
  - 5=Very Important
7. Question 5. Insert "Cemeteries" between "Passive Outdoor" and "Playground"
8. Question 10. Insert "and Maine Coast Heritage Trust" after "Land Trust"
9. Question 13. Remove leading phrases.

Please give me the account userid/password for entry/processing.

## Northern New England Economic Scenario- User Guide

This worksheet provides notes regarding the data used, including definitions, sources, and caveats. It is worthwhile reviewing this worksheet before using the model.

**In all model worksheets, user input areas are shaded grey while model outputs are shaded blue.**

### Snapshot Report:

The Snapshot Report allows the user to view a current snapshot of a state/county/region economy. By clicking on the grey state/region grey cell, the user selects the state/county/region of interest from the drop-down menu. The blue Baseline Measures table then populates with 2008 employment, earnings, and GDP estimates. As a second step, the user can estimate the potential change in base economic measure if jobs or earnings increased (or decreased) by a specific percentage. To do this, the user enters a percentage change in jobs or earnings in either the grey cell beside "% Change in Jobs" or "% Change in Earnings," or both. Negative changes should be written as -#, rather than (#). The model displays the estimated impact in the block of blue cells below. By using the three boxes, the model allows users to select up to 3 counties in the same state, neighboring states, or any combination. Note the user cannot select multiple counties in the same drop-down box.

### Scenario Report and Capital Investment Projections:

The Scenario Report provides a Job Creation Impacts Model and a Capital Investment Model. The Job Creation Impacts Model allows the user to include various combinations of employment by industry and view the resulting economic impacts associated with each. Fourteen specific industry groups have been identified and are used throughout the Model where applicable. In addition to developing scenarios by industry groups, the user can also examine the economic impacts associated with a specified construction (capital investment) projects. Once the user enters the employment scenarios and/or the construction costs, the resulting economic impacts are displayed, including: employment, earnings, GDP, and economic output. For each of these impacts, the direct, indirect + induced, and total impacts are presented. The industry definitions are primarily taken from the Bureau of Labor Statistics industry super sectors. Tourism has been added as a separate line for consideration. Professional, Scientific and Technical and Information employment are included under the KBE heading.

### Five-Year Projections:

The Five-Year Projections worksheet allows the user to analyze how employment in a state or region may change over a five-year period. Different regions can be chosen by clicking on the gray dialogue box and using the pull-down arrow. The first column then displays the number of jobs by sector in the first column, Base Jobs. In the next column the user may enter the target earnings for each sector. This has been added to allow for earnings increases over base amounts. If a new earnings number is not entered, the model will use the existing earnings numbers. For a five-year period, the user can then add new jobs by industry sector in each year. The last two columns show first the cumulative new incremental jobs, and then the new total jobs in each sector. The economic impacts of the new jobs are shown in tables below (one for each of the 5 years).

Below the annual tables is a table showing cumulative impacts over the 5 year period. The impacts of the job creation are also shown year by year in a bar chart at the bottom of the worksheet. The final bar shows the cumulative impacts of the five years of job impacts. The worksheet can be used to estimate the impacts of clusters over a five-year period by estimating job growth in related industries. The cumulative impacts of the job creation and earnings are also shown year by year in two bar charts at the bottom of the worksheet.

### **Regional Report:**

The existing jobs and economic impacts for each state/region are shown in the Current blue table separated by industry group. Different counties/regions can be chosen by clicking on the gray state/region dialogue box and using the pull-down arrow. The potential economic profile of the selected county/region can be projected by choosing a target type (employment, earnings, GDP or output) and clicking on the target type button. The user then enters projected changes (plus or minus) beside the selected industry group. The blue Future Impact table at the bottom of the worksheet will show the projected impact of the targeted changes on the state/regional economy.

### **Commuter Impacts:**

Commuter Impacts are included as many workers in Northern New England commute to work outside their county of residence; this can represent a significant movement of income from place of work to place of residence. The Commuter Impacts report allows the user to select a county from the drop down menu and displays commuting data for that county. Impacts include outbound commuters, inbound commuters, and net inflow or outflow. For outbound impacts, the top 5 destinations for workers commuting outside of that county are listed, by county and state (in the U.S.) and for other countries (for some border counties, Canada is one of the top 5). For inbound impacts, the top 5 sources of inbound commuters are listed for the county. Total non-commuting workers (working in their county of residence) and total workers are also provided. Net inflow is calculated based on total inbound and outbound workers (there is a net inflow if inbound commuters exceed those commuting outside the county for work). All figures are also presented as percentages of the total workforce in the county.

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Select the state or region to analyze. The first table below presents the current distribution of jobs, earnings, GDP and output.  
 Select whether you want to set targets for employment, earnings, GDP or economic output.  
 Enter the target number of jobs created in each industry or the target percentage increase in earnings, GDP or output.  
 The final table presents the distribution of jobs, earnings, GDP and output resulting from obtaining the targets.  
 The earnings, GDP and Output impacts are presented in 2008 constant dollars.

State/County/Region **Maine** \* Select a state/county/region from the drop-down list

Current	2008 Jobs		Earnings			GDP		Economic Output	
	Number	%	\$ Total	%	Average	\$ Thousands	%	\$ Thousands	%
Construction	84,291	8%	\$2,303,991,000	8%	\$35,800	\$3,558,600	6%	\$6,803,000	6%
Education	17,044	2%	\$435,863,000	1%	\$25,600	\$623,800	1%	\$1,011,200	1%
Health	114,066	14%	\$3,625,754,000	12%	\$31,800	\$4,724,700	8%	\$8,534,400	8%
FIRE	60,970	7%	\$2,483,418,000	8%	\$40,700	\$8,870,900	14%	\$13,308,700	12%
Government	112,112	14%	\$5,954,247,000	20%	\$53,100	\$15,258,900	25%	\$25,212,100	23%
Manufacturing	84,159	8%	\$3,287,829,000	11%	\$51,200	\$5,588,400	9%	\$16,966,800	15%
Natural Resources	26,435	3%	\$478,653,000	2%	\$18,100	\$943,700	2%	\$2,099,300	2%
Transport & Utilities	22,369	3%	\$1,019,930,000	3%	\$45,600	\$2,830,900	5%	\$5,116,700	5%
Wholesale & Retail	133,246	16%	\$3,645,267,000	12%	\$27,400	\$7,880,200	13%	\$12,014,000	11%
Accommodation & Food Services	50,053	6%	\$943,718,000	3%	\$18,900	\$1,540,300	3%	\$3,186,500	3%
Tourism	25,494	3%	\$381,773,000	1%	\$15,000	\$1,106,700	2%	\$1,689,100	2%
<b>KBEs</b>									
Information	13,400	2%	\$537,710,000	2%	\$40,100	\$1,199,500	2%	\$2,484,700	2%
PST Services	48,220	6%	\$2,221,280,000	8%	\$46,100	\$3,474,200	6%	\$5,561,000	5%
Other	78,362	9%	\$1,967,597,000	7%	\$25,100	\$3,805,800	6%	\$6,874,600	6%
<b>Total</b>	<b>830,221</b>	<b>100%</b>	<b>\$29,286,730,000</b>	<b>100%</b>	<b>\$35,300</b>	<b>\$81,386,600</b>	<b>100%</b>	<b>\$110,822,100</b>	<b>100%</b>

Average earnings is the total earnings divided by the number of jobs.

Target Type **Jobs** \* Select whether you want to set targets for employment, earnings, GDP or economic output

Enter the total number of jobs created in each industry in the table below

	Number of Jobs
Construction	Jobs
Education	Jobs
Health	Jobs
FIRE	Jobs
Government	Jobs
Manufacturing	Jobs
Natural Resources	Jobs
Transport & Utilities	Jobs
Wholesale & Retail	Jobs
Accommodation & Food Services	Jobs
Tourism	Jobs
<b>KBEs</b>	
Information	Jobs
PST Services	Jobs
Other	Jobs
<b>Total</b>	<b>0.0</b> Jobs

Future Impact	Jobs			Earnings				GDP			Economic Output		
	Number	New %	Old %	\$ Total	New %	Old %	Average	\$ Thousands	New %	Old %	\$ Thousands	New %	Old %
Construction	64,291	8%	8%	\$2,303,991,000	8%	8%	\$35,800	\$3,558,600	6%	6%	\$6,803,000	6%	6%
Education	17,044	2%	2%	\$435,863,000	1%	1%	\$25,600	\$623,800	1%	1%	\$1,011,200	1%	1%
Health	114,066	14%	14%	\$3,625,754,000	12%	12%	\$31,800	\$4,724,700	8%	8%	\$8,534,400	8%	8%
FIRE	60,970	7%	7%	\$2,483,418,000	8%	8%	\$40,700	\$8,870,900	14%	14%	\$13,308,700	12%	12%
Government	112,112	14%	14%	\$5,954,247,000	20%	20%	\$53,100	\$15,258,900	25%	25%	\$25,212,100	23%	23%
Manufacturing	64,159	8%	8%	\$3,267,829,000	11%	11%	\$51,200	\$5,588,400	9%	9%	\$16,966,800	15%	15%
Natural Resources	26,435	3%	3%	\$478,653,000	2%	2%	\$18,100	\$943,700	2%	2%	\$2,099,300	2%	2%
Transport & Utilities	22,369	3%	3%	\$1,019,930,000	3%	3%	\$45,600	\$2,830,900	5%	5%	\$5,116,700	5%	5%
Wholesale & Retail	133,246	16%	16%	\$3,645,267,000	12%	12%	\$27,400	\$7,880,200	13%	13%	\$12,014,000	11%	11%
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KBEs													
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PST Services	48,220	6%	6%	\$2,221,280,000	8%	8%	\$46,100	\$3,474,200	6%	6%	\$5,561,000	5%	5%
Other	78,362	9%	9%	\$1,967,597,000	7%	7%	\$25,100	\$3,805,800	6%	6%	\$6,874,600	6%	6%
Total	830,221	100%		\$29,286,730,000	100%		\$36,300	\$61,386,600	100%		\$110,822,100	100%	

The New % column shows the new distribution of jobs on obtaining the targets.

The Old % column shows the current distribution (as in the table at top) in *italics*.

Average earnings is the total earnings divided by the number of jobs.

Note: There may be small differences between reports due to rounding.

**Natural Resources** sector includes farming, forestry, fishing, and mining.

**FIRE** includes financial, insurance and real estate.

**Tourism** is a satellite account that includes arts, culture and recreation as well as a fraction of accommodation and food services.

**KBE** is Knowledge-Based Enterprise and includes information technology and PST services.

**PST Services** are professional, scientific and technical services.

**Other** includes waste services and non-government administrative services.

**Earnings:** Sum of wage and salary disbursements, supplements to wages and salaries, and proprietors' income.

**GDP:** The total market value of all final goods and services produced in the region.

**Output:** The total output of a firm, industry, or economy without deducting intermediate inputs. For a firm or industry, this is larger than its value added which is net of its own intermediate inputs.

**Direct Impact:** Employment that can be directly attributed to a particular business, activity or industry.

**Indirect Employment:** Employment in down-stream industries that result from the presence of a particular business, activity or industry.

**Induced Employment:** Employment generated in industries that supply or provide services the direct business, activity or industry.

**Induced Employment:** Employment generated because of expenditures made by individuals employed directly or indirectly by the particular business, activity or industry.

Select the state or region to analyze. The first table below presents the current distribution of jobs, earnings, GDP and output.  
 Select whether you want to set targets for employment, earnings, GDP or economic output.  
 Enter the target number of jobs created in each industry or the target percentage increase in earnings, GDP or output.  
 The final table presents the distribution of jobs, earnings, GDP and output resulting from obtaining the targets.  
 The earnings, GDP and Output impacts are presented in 2008 constant dollars.

State/County/Region **York ME** \* Select a state/county/region from the drop-down list

Current	2008 Jobs		Earnings			GDP		Economic Output	
	Number	%	\$ Total	%	Average	\$ Thousands	%	\$ Thousands	%
Construction	9,105	9%	\$326,536,000	9%	\$35,900	\$467,700	7%	\$894,000	7%
Education	2,069	2%	\$52,955,000	2%	\$25,600	\$70,900	1%	\$114,900	1%
Health	10,974	11%	\$348,587,000	10%	\$31,800	\$432,700	6%	\$781,700	6%
FIRE	6,980	7%	\$241,014,000	7%	\$34,500	\$938,000	13%	\$1,407,200	11%
Government	15,338	15%	\$814,598,000	23%	\$53,100	\$2,087,600	30%	\$3,449,300	27%
Manufacturing	9,446	9%	\$479,731,000	14%	\$50,800	\$740,100	10%	\$2,247,000	17%
Natural Resources	1,472	1%	\$26,747,000	1%	\$18,200	\$56,300	1%	\$122,400	1%
Transport & Utilities	1,624	2%	\$77,443,000	2%	\$47,700	\$205,600	3%	\$360,600	3%
Wholesale & Retail	15,525	16%	\$410,106,000	12%	\$26,400	\$819,200	12%	\$1,256,400	10%
Accommodation & Food Services	8,463	8%	\$158,257,000	5%	\$18,700	\$251,000	4%	\$516,000	4%
Tourism	4,311	4%	\$64,021,000	2%	\$14,900	\$180,400	3%	\$275,300	2%
<b>KBEs</b>									
Information	1,053	1%	\$41,990,000	1%	\$39,900	\$90,100	1%	\$185,100	1%
PST Services	4,689	5%	\$210,095,000	6%	\$44,800	\$319,800	5%	\$511,900	4%
Other	9,099	9%	\$227,369,000	7%	\$25,000	\$410,600	6%	\$741,700	6%
<b>Total</b>	<b>100,148</b>	<b>100%</b>	<b>\$3,479,448,900</b>	<b>100%</b>	<b>\$34,700</b>	<b>\$7,070,000</b>	<b>100%</b>	<b>\$12,863,500</b>	<b>100%</b>

Average earnings is the total earnings divided by the number of jobs.

Target Type **Jobs** \* Select whether you want to set targets for employment, earnings, GDP or economic output

Enter the total number of jobs created in each industry in the table below

	Number of Jobs
Construction	Jobs
Education	Jobs
Health	Jobs
FIRE	Jobs
Government	Jobs
Manufacturing	Jobs
Natural Resources	Jobs
Transport & Utilities	Jobs
Wholesale & Retail	Jobs
Accommodation & Food Services	Jobs
Tourism	Jobs
<b>KBEs</b>	
Information	Jobs
PST Services	Jobs
Other	Jobs
<b>Total</b>	<b>0.0</b> Jobs

Future Impact	Jobs			Earnings				GDP				Economic Output		
	Number	New %	Old %	\$ Total	New %	Old %	Average	\$ Thousands	New %	Old %	\$ Thousands	New %	Old %	
Construction	9,105	9%	9%	\$326,536,000	9%	9%	\$35,900	\$467,700	7%	7%	\$894,000	7%	7%	
Education	2,069	2%	2%	\$52,955,000	2%	2%	\$25,600	\$70,900	1%	1%	\$114,900	1%	1%	
Health	10,974	11%	11%	\$348,587,000	10%	10%	\$31,800	\$432,700	6%	6%	\$781,700	6%	6%	
FIRE	6,980	7%	7%	\$241,014,000	7%	7%	\$34,500	\$938,000	13%	13%	\$1,407,200	11%	11%	
Government	15,338	15%	15%	\$814,598,000	23%	23%	\$53,100	\$2,087,600	30%	30%	\$3,449,300	27%	27%	
Manufacturing	9,446	9%	9%	\$479,731,000	14%	14%	\$50,800	\$740,100	10%	10%	\$2,247,000	17%	17%	
Natural Resources	1,472	1%	1%	\$26,747,000	1%	1%	\$18,200	\$56,300	1%	1%	\$122,400	1%	1%	
Transport & Utilities	1,624	2%	2%	\$77,443,000	2%	2%	\$47,700	\$205,600	3%	3%	\$360,600	3%	3%	
Wholesale & Retail	15,525	16%	16%	\$410,106,000	12%	12%	\$26,400	\$819,200	12%	12%	\$1,256,400	10%	10%	
Accommodation & Food Services	8,463	8%	8%	\$158,257,000	5%	5%	\$18,700	\$251,000	4%	4%	\$516,000	4%	4%	
Tourism	4,311	4%	4%	\$64,021,000	2%	2%	\$14,900	\$180,400	3%	3%	\$275,300	2%	2%	
KBEs														
Information	1,053	1%	1%	\$41,990,000	1%	1%	\$39,900	\$90,100	1%	1%	\$185,100	1%	1%	
PST Services	4,689	5%	5%	\$210,095,000	6%	6%	\$44,800	\$319,800	5%	5%	\$511,900	4%	4%	
Other	9,099	9%	9%	\$227,369,000	7%	7%	\$25,000	\$410,600	6%	6%	\$741,700	6%	6%	
Total	100,148	100%		\$3,479,449,000	100%		\$34,700	\$7,070,000	100%		\$12,863,500	100%		

The New % column shows the new distribution of jobs on obtaining the targets.

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**Indirect Employment:** Employment in down-stream industries that result from the presence of a particular business, activity or industry.

Indirect employment is generally generated in industries that supply or provide services the direct business, activity or industry.

**Induced Employment:** Employment generated because of expenditures made by individuals employed directly or indirectly by the particular business, activity or industry.



## Job Creation Impacts

For scenarios 1, 2 and 3, enter a scenario description and the number of jobs created in each industry.  
The earnings, GDP and Output impacts are presented in 2008 constant dollars.

	Scenario 1	Scenario 2	Scenario 3
<b>Scenario Description:</b>	Fishing	Refined #1	Comparative
<b>State/County/Region</b>	York ME	York ME	York ME
<b>Number of jobs created</b>			
Construction		4	
Education			
Health			
FIRE		1	
Government			
Manufacturing		30	
Natural Resources	100	50	
Transport & Utilities		5	
Wholesale & Retail		6	
Accommodation & Food Services			100
Tourism			
<b>KBEs</b>			
Information		1	
PST Services		3	
Other			
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

### Scenario 1 - Fishing

	Employment	Earnings	GDP	Output
Direct	100	\$ 2,498,636	\$ 6,515,605	\$ 12,983,483
Indirect + Induced	76	\$ 1,904,785	\$ 3,775,825	\$ 7,512,422
<b>Total</b>	<b>176</b>	<b>\$ 4,403,421</b>	<b>\$ 10,291,430</b>	<b>\$ 20,475,905</b>

### Scenario 2 - Refined #1

	Employment	Earnings	GDP	Output
Direct	100	\$ 3,526,673	\$ 7,190,549	\$ 16,275,174
Indirect + Induced	95	\$ 2,723,273	\$ 4,358,834	\$ 9,940,598
<b>Total</b>	<b>195</b>	<b>\$ 6,249,946</b>	<b>\$ 11,549,382</b>	<b>\$ 26,215,772</b>

### Scenario 3 - Comparative

	Employment	Earnings	GDP	Output
Direct	100	\$ 1,672,057	\$ 3,449,152	\$ 6,327,074
Indirect + Induced	36	\$ 1,081,486	\$ 2,213,149	\$ 4,059,767
<b>Total</b>	<b>136</b>	<b>\$ 2,753,543</b>	<b>\$ 5,662,301</b>	<b>\$ 10,386,841</b>

Note: There may be small differences between reports due to rounding.

Natural Resources sector includes farming, forestry, fishing, and mining.

FIRE includes financial, insurance and real estate.

Tourism is a satellite account that includes arts, culture and recreation as well as a fraction of accommodation and food services.

KBE is Knowledge-Based Enterprise and includes information technology and PST services.

PST Services are professional, scientific and technical services.

Other includes waste services and non-government administrative services.



## New England - Commuter Impacts

Select a county from the drop-down menu.

The first table below shows OUTBOUND commuting patterns, listing the top 5 counties (or other countries) of work for residents of that county.

The second table below shows INBOUND commuting patterns, listing the top 5 counties of residence for workers in that county.

The third table indicates the net total inflow or outflow for the selected county.

Non-commuters indicate residents working in their own county.

Note: Commuter and Labor Figures are from the 2000 Census.

County **Maine - York** \* Select a county of residence from the drop-down list

### Outbound commuters FROM selected county

Rank	State-County/COUNTRY of work	Commuters	% of Labor Force
1	Cumberland Co. ME	21,637	23.1%
2	Rockingham Co. NH	7,301	7.8%
3	Strafford Co. NH	4,287	4.6%
4	Essex Co. MA	1,101	1.2%
5	Middlesex Co. MA	890	0.9%
Other		3,369	3.6%
Total Commuters		38,585	41.2%
Non-Commuters		55,175	58.8%
TOTAL Employees Residing in County		93,760	100.0%

### Inbound commuters TO selected county

Rank	State-County/COUNTRY of Residence	Commuters	% of Labor Force
1	Cumberland Co. ME	3,881	6.0%
2	Strafford Co. NH	2,645	4.1%
3	Rockingham Co. NH	1,412	2.2%
4	Oxford Co. ME	340	0.5%
5	Androscoggin Co. ME	267	0.4%
Other		1,236	1.9%
Total Commuters		9,781	15.1%
Non-Commuters		55,175	84.9%
TOTAL Employees Working in county		64,956	100.0%

### NET inflow/outflow of workers

TOTAL employees residing in county	93,760	
TOTAL employees working in county	64,956	
NET inflow/outflow of workers	(28,804)	Positive if net inflow, negative if net outflow
As % of of Employees Residing	(30.7)	%
As % of of Employees Working	(44.3)	%

# **REPORT to the KITTERY TOWN COUNCIL**

**Responsible Individual:** Beers

**Date:** November 18, 2010

**Subject:** Council Committees – Economic Development

## **Background:**

- Council discussion re Committee assignments, Nov 8th meeting
- Sense of Council to consider establishing three new Committees
  - Cable Franchise Agreement (separate report)
  - Labor Agreement Negotiation (separate report)
  - Economic Development
- Although comment has been made in the past two years of a need for focused economic development by the town, no action has been taken
- Aside from the recession, lost revenue sharing and general purpose aid, ever increasing costs on a mostly residential tax base that is declining, results in higher taxes to pay for the same, or less, level of services. More than \$12M bonded debt requires debt service payment beginning in FY 13 and/or FY14.
- Significant related activity has taken place in Capital Improvement Programming, municipal budgeting, and Shared Services; with more in process in Solid Waste & Recycling; prospective enterprise initiatives in the Recreation Department and Harbor operation; municipal development tax increment financing incentives and a prospect of community development block grant funds; and, updated future direction in the growth management program.
- Beyond that, we face a 2-4 year closure of Memorial bridge, followed quickly thereafter by closure of the Long bridge for a similar length of time.

## **Current Situation:**

- Economic Development Committee Concept:

Economic development is the increase in the standard of living in an area's population with sustained growth. If the local quality of life is improved, economic development would be enhanced. Its scope includes the process and policies by which a government improves the economic, political, and social well-being of its people.

Governments undertake to meet broad economic objectives such as price stability, high employment, and sustainable growth. Such efforts include:

- Monetary and fiscal policies, regulation of financial institutions, trade, and tax policies.
- Programs that provide infrastructure and services such as highways, parks, affordable housing, crime prevention, and K-12 education.
- Job creation and retention through specific efforts in business finance, marketing, neighborhood development, small business development, business retention and expansion, technology transfer, and real estate development.

**Recommendation:** Establish Committee as presented (encl 1)

## **Enclosure 1 – Economic Development Committee Charter, draft**

### **The KITTERY TOWN COUNCIL:**

Hereby establishes the Kittery Economic Development Committee as follows:

1. The Committee consists of the following membership: Council – 3; business and industry representatives – 3 ; citizen at large representatives – 3; Ex Officio voting members are appointed as follows: Town Manager, Town Planner. The Committee is to elect Co-Chairs from the Business and Citizen members.
2. The Council wishes the Committee to establish and coordinate an economic development program for the Town as laid out at Attachment 1. The Committee may from time to time make recommendation to Council for revisions or amendments to its scope, authority, or other program requirements it deems necessary.
3. The Council allocates meeting space and some level of administrative support (e.g. copying) until the Committee submits a request and receives approval for necessary funding.
4. The Council wishes the Committee to submit periodic progress and status reports no less often than quarterly.
5. The Committee will hold its first meeting on DATE at TIME at Town Hall; elect the chairs and organize itself; meet as often as it determines necessary to complete its task; and, achieve the objectives laid out herein.
6. The Committee reports to the Council as a whole through its Chairs. It has no authority with members of municipal staff, except as it may be requested of, and directed by, the Town Manager.
7. The Committee stands dissolved on December 31<sup>st</sup>, 2013, unless its term is extended by the Council prior to that date.

### **1 Attachment**

Kittery Economic Development Committee

## **Attachment 1, Kittery Economic Development Committee**

### **SCOPE:**

**Economic Development Goals** must support the active and vital collaboration between public and private sectors to promote the economic health and well-being of our community. Economic development encompasses well-informed decisions regarding business retention and recruitment, work force development, available and appropriate locations for new business and industry, public investment in supportive infrastructure and financial incentives which can induce private investment and economic growth.

The preservation and expansion of the community's economic base is a prime objective. Unless existing business and industry are healthy and there are expanding employment opportunities that pay a living wage, the population will not be stable, the tax base will decline and government's ability to finance public services and facilities will be impaired. The future development of the community depends on maintaining and enhancing local economic development efforts directed towards these goals.

Economic development for Kittery means supporting existing businesses, and attracting appropriate businesses to the community, to encourage the creation of jobs and employment opportunities, which foster and improve a strong, diversified economy for the future.

The Town recognizes that the business community is vital to the Town, both as a source of basic goods and services and as a major factor in improving the quality of life in the Town. With unreliable State Aid contribution payments and the fact that most of our tax revenue is paid by the residential community, it is critical we begin a thoughtful, rigorous and result driven economic development program to attract and retain businesses.

That said, the Town must ensure that any new development is appropriate for a rural and suburban community by encouraging appropriate commercial and light industry development, while protecting environmental quality and town resources.

The Town will also guide the continued development of appropriate, efficient, and economical infrastructure for Kittery including utilities, public safety, schools, and municipal water and sewer.

The residents' desire to maintain Kittery's small town character makes it necessary to have a strong strategic plan, smart growth and to take action implementing many of the recommendations that have been developed and documented in our Comprehensive Plan, being updated with the Growth Management Program.

In addition, residents also agree that goods and services, such as health care and other professional services and shopping and dining options, must remain more locally accessible. The creation of an Economic Development Committee within the Town Government is seen as an excellent means for the Town to work.

Kittery's ability to attract more commercial business will rest on the character and location of the community, including the quality of life and the environment. For these reasons, the three guiding principles of the Economic Development Strategy are:

- A. Maintain quality of life for all residents;
- B. Ensure the natural environment is protected and preserved for the future; and
- C. Diversify the tax base.

Priorities for a sustainable future include:

**Sustainability** – beautiful natural surroundings and lifestyle opportunities are our greatest assets and always a priority.

**Workforce housing** shortage was mentioned continually as a key challenge we are facing as a community.

**Leadership**, particularly business leadership, needs to be encouraged.

It is noted that we still need successful partnerships, communications and coordination between business, government, and community.

#### **AUTHORITY:**

The Economic Development Committee is a sub-committee of the Town Council. Its mission is to be the economic growth engine for Kittery, Maine. This may be accomplished through business retention, expansion, new industry recruitment, real estate development and positive promotion of the Town.

The purpose of the Economic Development Committee is to assist the Town government and residents in ensuring the community and economic health of the Town, including such matters as:

- A. Infill of existing commercial space in Town, by determination of which businesses and services the Town residents most desire, review of the feasibility of such businesses existing in Town, and active solicitation of such businesses.
- B. Review and implementation of measures that can be taken to ensure the survival and success of existing businesses in Town.
- C. Development of strategies for promotion of the Town, both to prospective businesses (retail, light manufacturing, professional and other) and to prospective customers (such as visitors).
- D. Provide recommendations to the Town Council on refinement and implementation of the Kittery Growth Program and monitoring that Town commercial growth is both sustainable and directed to meeting clearly stated objectives for the growth.
- E. Liaison between the Town Government and the business community.

## MEASURES of MERIT:

The Committee will conduct its activities on an action-results basis utilizing the following success-effectiveness criteria:

1. A broad based economy not entirely dependent on one industry.
2. Increased business opportunities – expansion opportunities for existing business and growth opportunities for new business.
3. More Balanced tax base – movement towards a 20% commercial, 80% residential tax assessment.
4. Community infrastructure needs planned and met without undue burden on citizens.
5. Labor force meets the needs of the community.
6. Citizen's able to sustain themselves and their families in meaningful employment.
7. Natural resources sustained and protected for the future.
8. Protect & enhance Kittery's small town, village character.
9. Diversified housing stock that meets the needs of the community.

## GOALS:

The committee is given the charge of economic development planning, municipal site identification and development and working with existing and new businesses to expand or relocate to the municipality.

The Town's recognizable values and priorities show a balance of environmental and business growth factors. Kittery's Economic Development Implementation Strategies are to:

- **Business Retention & Attraction** – Support and encourage existing business operations and attract new business by supporting entrepreneurial activity and providing a quality environment for business, through:
  - Information collection & dissemination
  - Assistance for existing, expanding and new business development
  - New business & investment attraction programs
- **Human Resource Development** – Support employees and residents, to enable them to find and keep a job in Kittery or surrounding community, develop a career, establish a future, and become full participants in the community. We do this through increased:
  - Human resource development
  - Labor market retention & growth strategies
  - Continue efforts to ensure the availability of affordable housing
- **Economic Diversification** – Encourage a more diverse range of appropriate industries which will expand the Town's commercial tax base through a focus on the following suggested sector development:
  - Health & Wellness
  - Art & Culture/Film Production
  - Advanced Technologies
  - Education
  - Research & Development (Biotech, Pharmaceutical, Life Sciences, etc)

- **Land Base & Sustainable Environment** – Ensure that a supply of appropriately zoned, serviced land is carefully managed and monitored to support a diverse range of industries and businesses, through:
  - Analyzing demand and developing long-term land-use plans
  - Supporting sustainable practices & programs
- **Infrastructure** – Carefully review the development of infrastructure that will strengthen and support a more diverse economy, through:
  - Support the development of recreation, cultural and other facilities as needed
  - Develop funding expertise in the community
  - Encourage and support business revitalization projects
- **Community & Member Relations** – Capitalize on our exceptional volunteer resources and our limited financial resources to achieve economic prosperity through:
  - Coordinated and partnership approach
  - Regular and strong communications
  - Monitoring & evaluating success and acting on needed improvements
  - Developing strong regional partnerships

- **Community Destination Marketing, Communications and Networking**

Communicate the positive changes that will take place both internally (to citizens, businesses, and workers) as well as externally (businesses and persons seeking to move to and invest in Kittery. Highlight the Town's positive assets including:

Kittery as a great place to conduct business; the diversity of the local economy including service, retail, technology, manufacturing, and the arts; the Town's traditional neighborhoods; access to and recreation and open space; proximity to Boston, Southern New Hampshire and Seacoast area; and a rich history, including its roots in being a commercial community.

Foster information sharing and networking among the economic and community development stakeholders so that its marketing and communications efforts can be bolstered by widespread support and participation.

- **Economic and Business Development - Land Use, Planning, and Zoning**

Build and maintain an atmosphere that attracts business to locate and expand in the Town by implementing a comprehensive plan through a proactive zoning ordinance.

Target economic and business development sectors for: Research & Development (Life Science, Biotechnology, Marine Engineering, marine Biology, etc.); Precision manufacturing; Information Technology; Professional Services; Arts and Culture; Energy and Environmental Related industry; Retail – in the outlet corridor and Foreside area.

Continue to develop and integrate plans for specific areas of concern/focus making sure that the efforts are integrated into an overall economic development plan and vision including Foreside, Pepperrell Cove, Outlet Corridor and the Business Park. In developing and implementing economic development policies and practices Kittery will take into consideration the diverse needs of both small and large businesses.

- **Dedication to High Quality Customer Service to Citizens and Business and Respect for Customers**

Kittery officials and staff will strive to deliver economic development and planning services to citizens and business in a manner that is efficient, respectful, caring, timely, predictable, and consistent.

- **Support and Promote a Vibrant Downtown as the “Heart of the Community”**

Kittery’s Community Center and Foreside area will be re-vitalized to serve as the “Heart of the Community. It will serve as the focus point for the development of the arts and cultural community (i.e. theater & others) as well as retail, services and amenities to support residents and area workers, including adding mixed use new or remodeled residential units.

Furthermore, Kittery’s historic Foreside, Pepperrell Cove, and Outlet Corridor will be accentuated by visual amenities, be pedestrian friendly, and include a variety of parking opportunities.

- **Maintain and Promote Traditional Neighborhoods and Affordable Housing**

Implement strategies, such as upper-floor housing, in-law apartments, multi-family housing, accessory units and other housing types that recognize the importance of its traditional, established neighborhoods, and balance this with commercial and industrial development needs. It will also seek to continue to provide affordable options for residents, newcomers, and its workforce.

- **Support an Education and Workforce Development System and Environment that Enables Life-long Learning**

Support an education and workforce development system that enables life-long learning from elementary, post-graduate, vocational, and adult education. Kittery will collaborate with educational and workforce partners to link education to workforce development consistent with its business and industry needs.

- **Continue to Increase Public Safety**

Continue to a community-wide strategy that enhances safety. The major goal of the Public Safety Departments is prevention by better coordination with business, citizens and other town departments to cooperatively address the safety concerns and improve emergency preparedness of the community.

- **Plan for, Maintain, and Expand Infrastructure and Technology**

Continue to plan for, maintain, and expand public infrastructure to support the goals of its economic development vision – this includes the addressing roads, parking, transportation alternatives, sewer and water and telecommunications.

- **Economic Development Collaboration and Planning**

Incorporate a new model for economic, business and community development based on collaboration with citizens, businesses, and stakeholders in Kittery, neighboring communities and action agencies like the Greater York Chamber of Commerce. This model will be characterized by ownership of the process among all parties involved, sharing of information, and networking.

Develop processes and systems for adopting, monitoring and planning economic development over the long-term so that the Town can be consistent with long-term goals and visions and increase the likelihood for significant success over time.



## IMMEDIATE OBJECTIVES:

- A. Monitor activity derived from the municipal development tax increment financing (TIF) districts; review, and recommend Credit Enhancement Agreements, beneficial to the business and town alike.
- B. Work with and help businesses to start up, expand, relocate, and secure state and federal grants.
- C. Conduct a continuing legislative advocacy campaign in support of “Save Our Bridges” for Kittery-Portsmouth Bridges.
- C. Investigate/recommend municipal support options or alternatives for:
  - 1. Piscataqua ferry service to-from Portsmouth and Kittery destinations.
  - 2. “Around Town Trolley” service and interconnection to Portsmouth.
  - 3. Economic development staffing, loan programs, marketing & publicity, and destination marketing.
  - 4. Conditional use zoning program for supporting hospitality/tourism/small business development.
  - 5. Expansion of LNG, water, sewer, transportation, and business capital improvements.
  - 6. Liaison with secondary education, workforce housing efforts, and the shipyard.
- D. Initiate action to accomplish:
  - 1. Opportunities for local farm stands and participation in either a local or regional farmer's market or in combination with surrounding communities.
  - 2. Opportunities for additional community supported agriculture operations.
  - 3. Creation of area access to programs in the Community Center (e.g. pre-school, elderly, dance; theater).
  - 4. An effort with the School Department to attract The Landing School, or similar enterprise, into Traip Academy.
  - 5. All parts of the Town to have access to high- speed data connectivity and reliable cell phone service.
  - 6. Upgrade of the harbor working pier infrastructure for fisherman.
  - 7. With the private sector to establish a system of off-site parking and public transit to transport tourists (day-trippers) and relieve current parking problems.
  - 8. Improvement of road signage that helps direct the traveling public to prime tourist destinations
  - 9. Modification of outside display standards in the Route One Zones to enable an eclectic mix of local businesses to thrive along the corridor, and to help prevent a sterile, homogenized, “strip development” look from becoming the norm along the Route 1 corridor.
  - 10. Streamlining application standards and processes for small-scale business applicants as they start-up and expand.
  - 11. Modification of sign standards to permit extra, temporary signage for new small businesses during an initial start-up period.
  - 12. Encouragement of small business incubation through permitting buildings to house multiple business ventures simultaneously.
  - 13. Targeting grant acquisition efforts (e.g. CDBG) to businesses which clearly benefit the community

E. Examine/recommend interlocal cooperation agreements with neighboring communities for:

1. Potential for consolidating/combining building inspection services following adoption of statewide uniform building code.
2. Going out as a group for IT services rather than individual municipalities.
3. Potential to combine or consolidate GIS Services.
4. Sharing planning services.
5. Opportunities to consolidate assessing services.
6. Combined operations for accounting, payroll, record keeping.
7. Combining Kittery- Eliot Transfer Station operations, or other waste disposal mutual agreements.
8. Working jointly on energy efficiency and other energy related programs/projects.
9. Local/regional EMA position and funding.
10. Local/regional York County District Health Council Regional Health Officer position.
11. A greater degree of First Responder integration, mutual support.

F. Organize a regional approach to addressing economic development issues including alliances with the Southern Maine Economic Development District; or other active organization that can provide business loans and similar assistance.

G. Examine, report on feasibility of creating a quasi-municipal Kittery Economic Development Corporation.